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Attachment VII

Results of Questionnaire on the Project

1. An expensive training program of this kind can be justified only if it leads to increased effectiveness and efficiency. But this sort of change is very hard to identify. A really meaningful evaluation of the project would be able to measure production before and after, and show that any shift was in fact the result of the training. No method of making a quantitative measure of change in productivity within the Office of Finance was worked out for this project.
2. In order to get some indication of changes which might have taken place, the Management Training Faculty (MTF) drew up a list of 71 questions which were sent to all participants who were still in the Office of Finance eight months after the conclusion of the project. Most of these questions asked the participant to indicate whether he felt there had been a significant change in attitudes or behavior on the job. In the interest of complete frankness, the answers were sent directly to MTF, unsigned. Sixty-two replies were received.
3. The questionnaire is included in this report in the attachment immediately following, to show the areas in which positive changes might reasonably have been expected as a result of Phases I and II. The following pages give a tabulation (in percentages of replies received) of the definitely positive and negative responses. The responses "no significant change," "not observed," etc. are not included in this summary, but a complete tabulation is available upon request.

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4. Perceived Change in One's Own Behavior

<u>Question</u>	<u>Percentage</u>	
	<u>Increase</u>	<u>Decrease</u>
Number of meetings you hold with your subordinates as a group	34	0
How much you delegate to your subordinates	50	0
Your understanding of other people and their behavior	74	0
Times you have asked your subordinates to help you problem-solve	61	0
	<u>Better</u>	<u>Worse</u>
Your attitude toward the people you work with regularly	61	0
Your understanding of what your job is	32	0
Your ability to communicate with your subordinates	47	0
Your ability to communicate with your boss	50	2
Your understanding of the problems of the unit you boss	47	2
	<u>Yes</u>	<u>No</u>
Has there been any real change in the way you see yourself?	63	10
Was the personal feedback valuable to you?	61	13
Has there been any permanent change in your feelings toward the people you work with daily?	37	35

5. Perceived Changes in Boss' Behavior

	<u>Percentage</u>	
	<u>Increase</u>	<u>Decrease</u>
Number of meetings called by your boss	39	6
How much your boss delegates to you	39	3
Times your boss has asked you to participate in problem solving	48	5
	<u>Better</u>	<u>Worse</u>
Quality of decisions made by your boss	38	0
The way your boss manages	37	2
	<u>Yes</u>	<u>No</u>
Has there been any permanent change in the managerial style of your boss?	19	29

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6. Perceived Changes in Office of Finance and Sub-Units

<u>Question</u>	<u>Percentage</u>	
	<u>Increase</u>	<u>Decrease</u>
Over-all effectiveness of the Office of Finance	29	3
Over-all effectiveness of the unit your boss is the chief of	43	3
Over-all effectiveness of the unit you supervise	42	0
Amount of work turned out by your subordinates	35	0
Number of meetings attended by you	42	6
Office grapevine	15	5
	<u>Better</u>	<u>Worse</u>
The coordination of activities within the Office of Finance	29	5
The way fitness reports are handled in the Office of Finance	10	2
Morale within the Office of Finance as a whole	27	8
Morale within the unit you are a member of	37	2
The work relationships between line and staff personnel	35	2
Teamwork between units at the same level	60	2
The effectiveness of the staff meetings you attend	26	10
Your work relationship with your boss	48	6
Your work relationships with others at your level	61	0
Work relationships among the people you supervise	52	2
The quality of the communication coming from above	30	5
Communication between your work group and other work groups	53	2
	<u>Yes</u>	<u>No</u>
Are your boss and his subordinates now working better as a team?	47	10
Are you and your subordinates now working better as a team?	48	2
In Phase II, did the team led by your boss identify any serious barriers or blocks to full effectiveness?	56	21
Did this team identify specific goals to reach for improvement?	81	3
If so, has the team made significant progress toward reaching these goals?	26	23
Is the team currently following some systematic plan for improvement in the way it functions?	15	39

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7. Perceived Change in the Behavior of Others

<u>Question</u>	<u>Percentage</u>	
	<u>Increase</u>	<u>Decrease</u>
Willingness of people you deal with to confront issues	40	6
Willingness of people to listen to minority views	44	5
Openness and trust among people you work with	42	7
Amount of "win-lose" behavior you encounter	3	26
"Personality clashes"	6	26
Amount of resistance to change	10	29
Commitment of people generally to their work	41	3
Interplay of ideas	60	2
Openness and trust among people you work with	42	7
Ability of people to reach a consensus	47	2
Creativity of your subordinates--finding better ways to do jobs	47	0
	<u>Better</u>	<u>Worse</u>
The way conflict is handled generally	24	3
The behavior of "difficult" people on the job	18	2

8. Attitudes toward Grid Training

	<u>Yes</u>	<u>No</u>
Did this training help solve any serious personnel problems?	15	45
Did this training create any serious personnel problems?	0	63
Has the training led to the solution of any major production problem?	18	40
Did the Grid lead to any major change in work procedures in the unit you supervise?	19	31
Did it lead to any important policy changes in your unit?	8	52
Would you like to know more about the Managerial Grid?	56	16
Are people in general now trying to apply Grid learning on-the-job?	41	21
Would you recommend Phases I and II for another office?	73	11
Would you recommend that the Office of Finance move into Phases III and IV?	39	26
Would you recommend that future projects of this type be done on weekends?	13	73
In general, do you think that this project was worth the effort?	74	16
Do you expect the benefit, if any, to the Office of Finance will be a lasting one?	44	26
In general, do you believe that the changes you have noticed were mainly caused by the Grid training?	42	24
Do you fully accept Grid theory and philosophy?	62	8

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9. Respondents were also asked to score each Phase as to its effectiveness as a training program, using a 10-point scale with 10 as the highest rating and 1 as the lowest.

The median score for Phase I was 8.
The median score for Phase II was 5.

Using the same scale, respondents also scored both Phases as to how well they applied to the individual's own managerial or supervisory situation.

The median score for Phase I was 5.
The median score for Phase II was 5.

The replies showed a considerable spread. About 25% graded both aspects of Phase II as 3 or less.

10. Seven officers (of varied GS rank) had a completely negative feeling about the Project. Their questionnaires did not have a single positive response, except for one individual whose solitary positive answer indicated that he fully accepted Grid theory and philosophy! It is possible that these officers are all in the same unit.
11. It should be noted that absence of change on some of the questions is not necessarily bad, as it is quite possible that the situation was a very good one before the Project, and that whole units were previously functioning at high efficiency and significant shifts therefore not to be expected.

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